

HMS 8X18 / SPB 14X7: STRATEGIC MANAGAMENT IN SPORT



JUNE EXAMINATION

PROGRAMME : SPORT MANAGEMENT HONOURS
SUBJECT NAME : STRATEGIC MANAGEMENT IN SPORT
SUBJECT CODE : HMS8X18 / SPB14X7
DATE : JUNE 2017
DURATION : THREE (3) HOURS
TOTAL MARKS : 150 MARKS

EXAMINER : MR. LUDOLF SMIT
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NUMBER OF PAGES : THREE (3) PAGES

INSTRUCTIONS TO CANDIDATES:

MAKE SURE THAT YOU HAVE THE COMPLETE PAPER.

ANSWER ALL THE QUESTIONS (TWO TASKS).

QUESTION ONE (150 MARKS)

Case study:

Four students that have completed their studies in sport management started a company called All Sport Clothing Wholesalers specializing in T-shirts that they print in one of the student's father's garages.

Not long after the young entrepreneurs started All Sport Clothing, one of the four having a passion for boxing started a successful boxing clothing and apparel range, mostly imported to the retail market.

Another started a jewelry range that has found appeal from their sporting wholesale clients, some of it imported some locally sourced.

Another started selling track shoes locally manufactured through a web page that she had designed directly to end users.

They are extremely successful with everything they have done one year later.

After a short meeting they realized they each have a different business and that each person is doing something unique and there must be a better way of using their talents to improve on all sides of the business. They are concerned with supplying to both the wholesale, retail and end users as they may lose their wholesale and or retail clients if they are seen as competition.

They decided that they want to keep the business under one name and build it from there and agreed they need a strategy.

The Vision they decided on is:

To build a business that is the biggest sporting wholesale supplier.

They then agreed they actually know nothing about strategy as they have not done their honors yet and the vision they have, they are not sure if the vision is right, and they need someone to come and help them with their strategy.

Your tasks:

While completing the following task, where you make an assumption please state so clearly

You are allowed to use only one marketing channel, either to Wholesalers or direct to Retailers or direct to end users.

Task 1 (135 MARKS)

Please develop a detailed strategy for All Sport Clothing Wholesalers

After outlining the full Strategic Management Process Model please elaborate on the following:

- Determining the strategic direction for All Sport Clothing Wholesalers (20)
- Do an environmental analysis for All Sport Clothing Wholesalers (35)
- Engage in a Strategy formulation exercise (25)
- Develop a Implementation plan for your strategy (35)
- Explain how you will achieve strategic control to your implemented strategy (20)

Task 2 (15 MARKS)

The four young entrepreneurs want to know if it will be a good idea to try and sell their products in America once they have settled down their RSA business in a year or so?

From a strategic management perspective what are the advantages and disadvantages of going global?

TOTAL: 150 MARKS